

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

MISSION STATEMENT

To develop and maintain the highest level of public trust in the management and administration of the public's money related to the duties and services of the Treasurer-Tax Collector's Office, acting with the constant recognition that the Treasurer-Tax Collector exists to serve the public.

TREASURER-TAX COLLECTOR FUND 100 / APPROPRIATION 10340

	Actual 2004-05	Actual 2005-06	Requested 2006-07	Recommended 2006-07	Change %	Adopted 2006-07
Expenditures						
Salaries and Employee Benefits	\$ 1,668,309	\$ 1,905,211	\$ 2,269,181	\$ 2,269,181	19%	\$ 2,269,181
Services and Supplies	471,893	623,581	647,850	647,850	4%	647,850
Capital Assets	-	18,231	18,000	18,000	-1%	18,000
Intra Fund Charges	32,657	42,257	50,000	50,000	18%	50,000
Gross Budget:	<u>2,172,859</u>	<u>2,589,280</u>	<u>2,985,031</u>	<u>2,985,031</u>	15%	<u>2,985,031</u>
Intra Fund Credits	(575)	-	-	-	0%	-
Net Budget:	<u>\$ 2,172,284</u>	<u>\$ 2,589,280</u>	<u>\$ 2,985,031</u>	<u>\$ 2,985,031</u>	15%	<u>\$ 2,985,031</u>
Revenue						
Taxes	\$ 7,638	\$ 8,200	\$ 6,000	\$ 6,000	-27%	\$ 6,000
Licenses, Permits and Franchises	155,774	187,809	150,000	150,000	-20%	150,000
Fines, Forfeits and Penalties	125,740	116,260	115,000	115,000	-1%	115,000
Revenue from Use of Money and Property	3,390,271	6,560,728	3,300,000	3,300,000	-50%	4,800,000
Intergovernmental Revenue	-	3,078	-	-	-100%	-
Charges for Services	1,484,050	1,331,933	1,094,100	1,094,100	-18%	1,094,100
Miscellaneous Revenue	68,037	241,555	55,000	55,000	-77%	55,000
Other Financing Sources	-	-	40,000	40,000	100%	40,000
Total Revenue:	<u>5,231,510</u>	<u>8,449,563</u>	<u>4,760,100</u>	<u>4,760,100</u>	-44%	<u>6,260,100</u>
Net County Cost:	<u>\$ (3,059,226)</u>	<u>\$ (5,860,283)</u>	<u>\$ (1,775,069)</u>	<u>\$ (1,775,069)</u>	-70%	<u>\$ (3,275,069)</u>
Allocated Positions	26	26	26	26	0%	26

CORE FUNCTIONS

Treasurer

Provide banking, investment services, and safekeeping of all moneys belonging to the County, school districts, and certain special districts. The Treasurer also assists schools, special districts, and the County in the issuance and selling of bonds and to perform various debt-management, and other financial and administrative services.

Tax Collector

Provide for current and delinquent billing, collection, and accounting of real and personal property taxes for all local taxing agencies in the County. Provide for the issuance of business licenses and snow-chain permits in the unincorporated area of the County.

FY 2005-06 Major Accomplishments

- Provided financial, administrative and management support to the Western Placer development projects including Regional University Project, Placer Ranch Project, Placer Vineyards Project, Curry Creek Community Plan Project, and the Bickford Ranch Development Project with the goal of helping to protect the General Fund from future infrastructure costs and ongoing service, maintenance and operations costs.
- Provided financing and related services associated with the American River Middle Fork Re-licensing Project.

Administration & Financial Services

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- Provided financial management support for Government Accounting Standards Board (GASB) 45 compliance related to Other Post Employment Benefits (OPEB) Project.
- Increased Internet-based service for individual property tax inquiries in order to provide taxpayers with more convenient options for handling their property tax affairs.
- Implemented change in banking and safekeeping provider including updated technology and improved business practices with minimal service interruptions at an annual projected savings of \$63,770.
- Assisted school depositors with various special need requests including legislation on charter school funding.
- As of February 2006, the Treasury General Fund Pooled Investment yield increased 47.4%.

FY 2006-07 Planned Accomplishments

- Provide financial, administrative and management support to the Western Placer development projects including Regional University Project, Placer Ranch Project, Placer Vineyards Project, Curry Creek Community Plan Project, and the Bickford Ranch Development Project with the goal of helping to protect the General Fund from future infrastructure costs and ongoing service, maintenance and operations costs.
- Provide ongoing financial and administrative support to ongoing debt management including:
 - Review of outstanding debt for opportunities to create economic efficiencies through refinancing (refunding).
 - Provide debt issuance and financial management support for:
 - The Redevelopment Agency of Placer County's tax increment financing.
 - The County, school districts and special districts issuance of infrastructure related financing.
- Utilize various enforcement measures to reduce unsecured delinquencies.
- Implement updated fee schedule.
- Expand the electronic mortgage property tax process to allow for greater efficiencies.
- Increase Internet-based tax payment services for taxpayers.

Department Comments

Treasurer-Tax Collector Objectives:

- To fulfill the duties of the Treasurer-Tax Collector with integrity, competence and professionalism,
- To render superior service to the public and to all those individuals and agencies, internal or external who interface with the office, in support of their needs and goals in the spirit of teamwork and cooperation to better serve the public through combined efforts,
- To plan for, manage and respond to change as a continual and ongoing process,
- To continually work to maximize resources, human and technical, to achieve better service, increase productivity and efficiency while working to control and limit costs.

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Significant Challenge for FY 2006-07:

The Treasurer-Tax Collector expects to face challenges and demands related to work load associated with providing various financial, treasury and taxpayer services related to maintaining consistent staffing levels. Although this office does not anticipate many retirements over the next year, vacancies created in other departments due to high retirement rates create opportunities, particularly for our best employees. Therefore retention issues associated with advancement opportunities in other departments will be a challenge.

County Executive Comments and Recommendations

Moderate increases to salaries and benefits are directly offset by reduced services and supply expenditures. Funding for the replacement of three system printers was approved (\$18,000). The Treasurer-Tax Collector receives revenues from a number of sources including interest, investment services, supplemental property taxes, business licenses, and other miscellaneous revenues. Projections for FY 2006-07 indicate a \$445,400 increase in revenues. Coupled with the minor increase in overall expenditures, the department's net county cost will decrease by \$317,362.

Final Budget Changes from the Proposed Budget

Increased interest revenue was added to the *Treasurer-Tax Collector's* budget based upon actual receipts from FY 2005-06 (\$1.5 million).

CORE FUNCTION: TREASURER

Cash Flow Program

Program Purpose: To monitor, analyze and manage cash flows, apportion investment earnings, and identify funds available for investment by providing centralized banking, independent cash accounting, reporting, safekeeping, and disbursement of monies and properties belonging to the County, schools districts, and certain special districts in order to maintain accountability of funds held in trust.

Total Expenditures: \$449,290

Total Staffing: 3.58

- **Key Intended Outcome:** Depositors receive timely and accurate information on cash activities and balances, and idle funds are identified for timely investment.

Cash Flow Indicators:	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07
Total receipts (\$) per full-time equivalent (FTE)	\$435,599,421	\$471,453,111	\$469,938,270	\$475,000,000
# of deposits (RE's) posted per FTE	4,714	5,073	4,303	4,800
Total disbursements (\$) per FTE	\$400,280,867	\$453,133,452	\$450,966,566	\$455,000,000
% of total receipts over total disbursements	8.8%	4.0%	4.2%	4.4%
# of negative findings from independent, external auditors	0	0	Data not available	0

Program Comments: Although receipts and disbursements continue to increase, staffing levels have been able to remain constant due to efficiencies created by technological improvements and ongoing reviews and modification to business processes.

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Investments Program

Program Purpose: To develop and maintain investment policies and invest money on deposit that is not required for immediate use to ensure the preservation of capital, meet the cash-flow needs of depositors, and generate investment income.

Total Expenditures: \$333,823

Total Staffing: 2.55

- **Key Intended Outcome:** Money is invested without liquidating current holdings to accommodate cash-flow needs.

Investments Indicators:	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07
Treasury Investment Pool earned over (under) Local Agency Investment Fund (LAIF)	.505	.056	(.334)	.250
% of investment portfolio liquidated prior to maturity to accommodate cash-flow needs	1.67%	0%	0%	0%
% annualized costs of total investment portfolio	.119%	0.111%	0.092%	0.180%
# of negative findings from independent, external auditors	0	0	Data not available	0

Program Comments: Proper adherence to existing investment policies will prevent liquidation of investments for cash flow needs prior to maturity. It will also reflect the ability to be competitive with LAIF while maintaining minimal annual costs for pool participants.

Bond Administration Program

Program Purpose: To review, analyze, and make recommendations regarding proposed special-assessment and community-facilities-district financings, as a member of the County's Bond Screening Committee, for land-secured financings proposed within unincorporated areas of the County, to lead the debt-issuance process and sale of bonds upon Board approval of financing. To provide various debt management services for school, special district and Placer County bond issues, including document review, bond sale, billing and collection of special assessments for 1911 Act improvement districts, other assessment districts and community facilities districts, fund accounting, bondholder payments, Internal Revenue Service arbitrage compliance, and preparation and distribution of annual disclosure reports.

Total Expenditures: \$145,985

Total Staffing: 1.38

- **Key Intended Outcome:** Only financially feasible financings are recommended to the Board of Supervisors. All bondholders are paid timely as specified in bond documents.

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Bond Administration Indicators:	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07
Total # of active voter approved bond issues managed per FTE	44	40	43	40
% of county 1911, 1915 & Mello Roos assessments collected	99.25%	97.75%	98.94%	98.00%
% of county assessment districts and community facilities districts in default	0%	0%	0%	0%

Program Comments: The very high rate of payments collected for voter approved bond assessments enables the Treasurer to make bondholder payments timely, resulting in no defaulted districts.

CORE FUNCTION: TAX COLLECTOR

Billing, Collections & Controls Program

Program Purpose: To provide the billing, collection, processing, posting accounts and reporting of all current property-tax payments, including secured, unsecured, supplemental, and corrected tax bills.

Total Expenditures: \$1,468,769

Total Staffing: 12.81

- **Key Intended Outcome:** All taxes are mailed and collected, processed and posted in a timely manner.

Billing, Collections & Controls Indicators:	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07
% of off-cycle bills mailed less than 16 business hours after receipt of bill data from the Auditor-Controller	99.5%	94.9%	98.3%	98.0%
# of days prior to the legally required mailing date annual tax bills were mailed	39	39	31	30
# of accounts held in trust pending final resolution	51	28	21	100
\$ amount in accounts held in trust pending final resolution	\$37,629	\$9,730	\$23,697	\$100,000
\$ cost per tax bill to bill and collect	\$6.09	\$6.43	\$7.42	\$5.00
# of negative findings from independent, external auditors	0	0	Data not available	0

Program Comments: The timely mailing of tax bills increases initial collections enabling earlier receipt of monies. This allows funds to be posted quicker and for those received with discrepancies to be resolved in an efficient manner for the taxpayer. Earlier mailing also results in spreading the payment processing workload over a greater period of time, which reduces costs associated with overtime, callback, and extra help.

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Forced Collections Program

Program Purpose: To provide for the collection of defaulted secured property taxes through tax-defaulted land sales and defaulted unsecured taxes through liens, attachment of other assets, and other available means and the pursuit of collections through bankruptcy court in order to maintain low default levels and make ultimate collection of defaulted taxes.

Total Expenditures: \$356,651

Total Staffing: 3.46

- **Key Intended Outcome:** The County ultimately realizes Teeter Plan revenues, defaults are maintained at minimal levels, and collecting defaulted amounts prior to auctions reduces the number of tax-defaulted parcels actually sold.

Forced Collections Indicators:	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07
% of properties identified for tax-defaulted land sale due to unpaid taxes being resolved prior to sale	72%	95%	65%	80%
% of bankruptcy claims filed within 10 working days of office notification	75%	91%	89%	90%
\$ of Teeter Tax Loss Reserves used to offset tax losses	\$0	\$0	\$0	\$0
% of delinquent assessments collected prior to lien filing	68%	57%	Data not available	58%

Program Comments: The reduction of parcels going to tax-sale increases tax collection efficiencies, benefits property owners from loss of property and decreases the possibility of using tax-loss reserves. It also relieves the County of possible liabilities associated with parcels sold at auction. The prompt filing of bankruptcy claims and unsecured tax liens legally protects, facilitates and enforces the collection of taxes.

Business License Administration Program

Program Purpose: To process applications and coordinate the issuance of business licenses and snow-chain permits with various state and county agencies in order to collect and account for business-license fees.

Total Expenditures: \$230,513

Total Staffing: 2.22

- **Key Intended Outcome:** Increase number of new business licenses while maintaining current staffing levels.

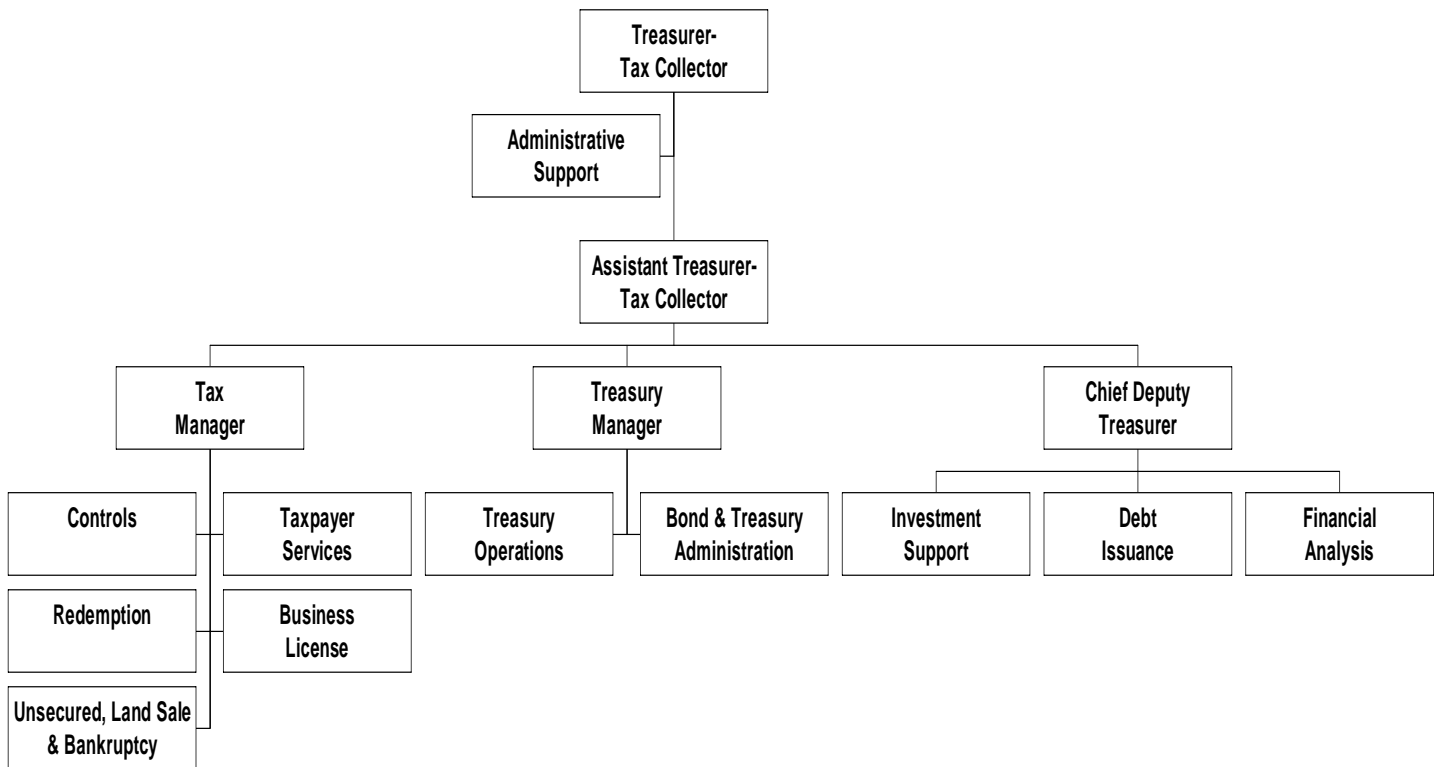
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Business License Administration Indicators:	Actual 2003-04	Actual 2004-05	Actual 2005-06	Projected 2006-07
# of business licenses issued per full-time equivalents (FTE)	3,380	3,710	3,754	3,200
# of days from receipt of application to forwarding for departmental approvals	N/A	2.39 days	2.22 days	5.00 days
# of days after all departmental approvals to issuance of license	N/A	7.08 days	5.00 days	5.00 days

Program Comments: Timely processing of applications and licenses allows new business owners to quickly operate in compliance with Placer County ordinances.

OFFICE OF THE TREASURER-TAX COLLECTOR



POSITIONS: 26

OFFICE OF THE TREASURER-TAX COLLECTOR
APPROPRIATION SUMMARY
Fiscal Year 2006-07

ADMINISTERED BY:

Appropriation	FY 2005-06		FY 2006-07	
	Actual	Position Allocations	BOS Adopted Budget	Position Allocations
GENERAL FUND				
Treasurer/Tax Collector	\$ 2,589,280	26	\$ 2,985,031	26
TOTAL ALL FUNDS	\$ 2,589,280	26	\$ 2,985,031	26

Treasurer/Tax Collector

General Fund

Fund: 100

Subfund: 0

Appropriation: 10340

Budget Category (1)	Actual 2004-05 (2)	Actual 2005-06 (3)	Dept Req 2006-07 (4)	CEO Rec 2006-07 (5)	BOS Adopted 2006-07 (6)
Salaries & Benefits					
1002 Salaries and Wages	1,172,126	1,307,285	1,519,527	1,519,527	1,519,527
1003 Extra Help	445	3,594	5,000	5,000	5,000
1005 Overtime & Call Back	1,273	2,940	5,000	5,000	5,000
1300 P.E.R.S.	215,000	270,968	319,101	319,101	319,101
1301 F.I.C.A.	90,366	99,396	117,009	117,009	117,009
1303 Other - Post Employment Benefits			49,385	49,385	49,385
1310 Employee Group Ins	172,319	201,745	239,844	239,844	239,844
1315 Workers Comp Insurance	16,780	19,283	14,315	14,315	14,315
Total Salaries & Benefits	1,668,309	1,905,211	2,269,181	2,269,181	2,269,181
Services & Supplies					
2050 Communications - Radio	77				
2051 Communications - Telephone	39,927	44,739	50,171	50,171	50,171
2130 Insurance	1,500	1,500	1,770	1,770	1,770
2140 Gen Liability Ins	6,907	6,889	9,177	9,177	9,177
2271 Parts Installed	21				
2290 Maintenance - Equipment	8,522	10,676	13,831	13,831	13,831
2292 Maintenance - Software	18,282	18,612	18,976	18,976	18,976
2439 Membership/Dues	1,196	2,132	2,825	2,825	2,825
2461 Dept Cash Shortage	4,304	3,103	5,000	5,000	5,000
2481 PC Acquisition		48,996			
2511 Printing	42,349	46,147	53,200	53,200	53,200
2522 Other Supplies	15,042	18,687	12,100	12,100	12,100
2523 Office Supplies & Exp	24,038	28,068	26,700	26,700	26,700
2524 Postage	89,178	90,648	137,526	137,526	137,526
2555 Prof/Spec Svcs - Purchased	71,920	190,237	56,600	56,600	56,600
2556 Prof/Spec Svcs - County	108		8,600	8,600	8,600
2701 Publications & Legal Notices	6,775	9,790	13,000	13,000	13,000
2709 Rents & Leases - Computer SW	8,673	10,698	9,940	9,940	9,940
2710 Rents & Leases - Equipment	9,870	2,742			
2727 Rents & Leases - Bldgs & Impr	423	435	435	435	435
2838 Special Dept Expense-1099 Repor	4,701	759	2,500	2,500	2,500
2840 Special Dept Expense	107,322	72,801	200,500	200,500	200,500
2844 Training	1,373	1,979	5,900	5,900	5,900
2860 Library Materials	795	872	795	795	795
2931 Travel & Transportation	7,960	12,718	17,104	17,104	17,104
2941 County Vehicle Mileage	630	353	1,200	1,200	1,200
Total Services & Supplies	471,893	623,581	647,850	647,850	647,850
Fixed Assets					
4451 Equipment		18,231	18,000	18,000	18,000
Total Fixed Assets		18,231	18,000	18,000	18,000
Charges From Departments					
5310 I/T Employee Group Insurance	29,374	35,757	42,200	42,200	42,200
5405 I/T Maintenance - Bldgs & Improvem	435	654	1,500	1,500	1,500
5552 I/T - MIS Services	418	586			
5555 I/T Prof/Special Services - Purchase	2,430	4,820	6,300	6,300	6,300
5556 I/T - Professional Services		390			
5844 I/T Training		50			
Total Charges From Departments	32,657	42,257	50,000	50,000	50,000
Gross Budget	2,172,859	2,589,280	2,985,031	2,985,031	2,985,031
Less: Charges to Departments					
5002 I/T - County General Fund	(575)				
Total Charges to Departments	(575)				
Net Budget	2,172,284	2,589,280	2,985,031	2,985,031	2,985,031

Treasurer/Tax Collector

General Fund

Fund: 100

Subfund: 0

Appropriation: 10340

Budget Category (1)	Actual 2004-05 (2)	Actual 2005-06 (3)	Dept Req 2006-07 (4)	CEO Rec 2006-07 (5)	BOS Adopted 2006-07 (6)
Less: Revenues					
6109 Current Secured Prop Taxes-Cos	(48,120)	(47,470)	(45,000)	(45,000)	(45,000)
6135 Tax Defaulted Land Sale	(7,638)	(8,200)	(6,000)	(6,000)	(6,000)
6230 Redemption Costs	(47,990)	(42,590)	(45,000)	(45,000)	(45,000)
6260 Current Supplemental-Costs	(29,630)	(26,200)	(25,000)	(25,000)	(25,000)
6752 Business Licenses	(155,774)	(187,809)	(150,000)	(150,000)	(150,000)
6950 Interest	(3,390,109)	(6,560,688)	(3,300,000)	(3,300,000)	(4,800,000)
6951 1915 Act Bonds Interest	(162)	(40)			
7234 State Aid - Mandated Costs		(3,078)			
8095 SB2557-Tax Admin Fee-Distri	(142,625)	(118,590)	(120,000)	(120,000)	(120,000)
8096 SB2557-Tax Admin Fee-Cities	(78,440)	(66,314)	(67,000)	(67,000)	(67,000)
8100 Assessment/Tax Collection Fee	(19,926)	(20,771)	(24,100)	(24,100)	(24,100)
8101 Supplemental Taxes - 5%	(268,550)	(248,085)	(105,000)	(105,000)	(105,000)
8194 Investment Services	(963,666)	(868,306)	(770,000)	(770,000)	(770,000)
8218 Forms and Photocopies	(10,843)	(9,867)	(8,000)	(8,000)	(8,000)
8764 Miscellaneous Revenues	(68,037)	(241,555)	(55,000)	(55,000)	(55,000)
8954 Operating Transfers In			(40,000)	(40,000)	(40,000)
Total Revenues	(5,231,510)	(8,449,563)	(4,760,100)	(4,760,100)	(6,260,100)
Net County Cost	(3,059,226)	(5,860,283)	(1,775,069)	(1,775,069)	(3,275,069)